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4 August 1953

DETERMINATION OF SUITABILITY FOR PERMANENT APPOINTMENT
TO THE CAREER STAFF

I. Career Employees, as defined in CIA Regulation shall be selected for the Career Staff as a result of a three-step process, as follows:

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1. Identification, recruitment and selection of individuals on the basis of their capability and suitability for provisional appointment to the Career Staff.
2. A period of planned instruction and development during which the employee demonstrates his capability and suitability for career employment.
3. A review at the end of the provisional period to finally select individuals on the basis of their capability and suitability for permanent appointment to the Career Staff.

COMMENT: a. The term "provisional period" is used in lieu of other similar terms in order to avoid conflict or confusion with any of the concepts, legal or traditional, which are associated with such terms. (i.e. probationary period, trial service period)

b. Properly administered, the provisional period supplements and validates the procedures which resulted in initially selecting the new employee. The performance, behavior and attitudes manifested by provisional employees furnishes the most reliable information upon which to base the decision that a provisional appointee should or should not be confirmed for career employment. It is highly important, therefore, that the provisional period be of sufficient duration to yield enough data for making this decision. No uniform period of time is applicable to all positions if the aims of the provisional period are to be fully realized. An adequate provisional period depends upon such factors as (1) delay in reporting to regular assignment because of initial

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full-time training. (2) relatively prompt overseas assignment after appointment, particularly if close, direct, or continuing supervision cannot be assured, and (3) other conditions which preclude the development of sufficient data during normal periods of time.

- II. There shall be established a CIA Selection Board, consisting of two voting members and an alternate appointed by each of the following: DD(I), DD(P) and DD(A). In addition, one voting member and an alternate will be appointed by each of the following: AD/Commo and Director of Training. The CIA Selection Board shall be responsible to the CIA Career Service Board and shall carry out the functions set forth herein. The AD/P shall provide the Selection Board with an Executive Secretary and such clerical and administrative personnel as are needed to perform its functions.

- COMMENT: a. The voting membership of the Board is designed to give voice in the selection process to each of the major components of the Agency.
- b. Since this Board will, among other functions, assume the duties now performed by the Professional Selection Panel, the Panel will be abolished when the Selection Board is established.

- III. Office Career Service Boards shall be made responsible for recommending the duration of the provisional period to be established for the positions which comprise the career service for which the Boards have jurisdiction. The knowledge which the members of these Boards have regarding the positions in their career service best equips them to make these recommendations. The CIA Selection Board will review recommendations made by the Office Boards, and determine what period shall apply to each position. The provisional periods so determined, if longer than twelve months, shall be put into effect as soon as possible after the removal of existing legislative restrictions. Meanwhile, the provisional period for all CIA positions shall be not longer than twelve months.

- COMMENT: a. Until remedial legislation is obtained, it will not generally be possible to enforce decisions made at the end of the provisional period which are adverse to veteran status employees, if the provisional period exceeds twelve months. Veterans may be separated after completion of their first year of service only upon presentation of charges which recite specifically and in detail the incidents

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of inefficiency or misbehavior deemed sufficiently serious to warrant termination. To attain the objectives of the CIA provisional period, it would be necessary to set upon standards which are not recognized as appropriate cause for separating veterans who have completed twelve months of service. The Civil Service Commission has jurisdiction to hear veterans' appeals from separations. The Commission has consistently required Federal Agencies, including CIA, to conform to its standards for deciding if a veteran has been properly separated.

- b. In establishing the duration of provisional periods for Agency positions, the limit of twelve months will have to be observed until the Congress enacts legislation consistent with the objective of fitting the period to the requirements of the position. To differentiate between veterans and non-veterans would create serious problems of employee morale. Similarly, it would be patently unsound to set up provisional periods of such duration that it is known in advance that no possibility exists for giving effect to the conclusions which might be reached at the end of the period.

IV. Prior to the completion of the provisional period, a determination shall be made as to whether an individual is suitable for permanent appointment as a member of the Career Staff. If found unsuitable, his employment shall be terminated.

- COMMENT:
- a. The termination of the provisional period should be highlighted as a time when something significant takes place in the career of the employee. As a minimum, a personnel action should be prepared to indicate that a career employee has completed his provisional period and to show his permanent appointment to the Career Staff and he should appear before a panel of examiners of the Selection Board.
 - b. The separation of those found unsuitable will contribute to the maintenance of a generally high level of Agency performance, will attract to CIA competent people from the outside, and will contribute significantly to the morale of employees who are doing good work.

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- V. The same criteria for determining over-all suitability for career employment shall be applied with respect to all employees, whether in professional or non-professional positions. These criteria shall be formulated by the CIA Selection Board and approved by the CIA Career Service Board.

COMMENT: It is intended that a suitable statement of approved criteria for career suitability will be widely distributed for use by Office Career Service Boards, the Office of Personnel, Security, and Training, and by individual supervisors throughout CIA.

- VI. For the purposes of this paper, professional positions shall mean all positions classified GS-7 and above, occupied by staff employees, and certain specified positions in grades GS-5 and GS-6.

- VII. With respect to employees in non-professional positions, the determination of suitability referred to in paragraph IV shall be made by such persons and in such a manner as shall be directed by the Office Head and the Office Career Service Board having jurisdiction over the employee, provided, however, that the system for making such determination as devised by each Office shall be submitted to the CIA Selection Board for approval prior to its implementation.

COMMENT: While a degree of flexibility in the determination of suitability at this level is desirable, it is felt that the CIA Selection Board should approve the system devised by each office in order to prevent too much disparity between offices.

- VIII. With respect to employees in professional positions, the determination referred to in paragraph IV shall be made as follows prior to the expiration of the employee's provisional period:
1. The employee's supervisor shall prepare and submit to the Office Career Service Board having jurisdiction over the individual's career planning, through the reviewing official, a Personnel Evaluation Report in accordance with CIA Regulation together with a recommendation as to the employee's suitability for permanent appointment as a member of the Career Staff. The recommendation shall include a special evaluation of the individual in terms of the established criteria for over-all suitability for career employment.

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2. The Office Career Service Board shall review the recommendation in the light of all available information concerning the employee and make a recommendation to the CIA Selection Board that (a) the employee be appointed as a member of the Career Staff, or (b) the employee be separated.
 3. Recommendations of the Office Career Service Board shall be referred by the Executive Secretary of the CIA Career Selection Board to an Examining Panel for review. The Examining Panel shall consider all pertinent information concerning the employee, in possession of the Personnel Office, Security Office, Medical Office, Office of Training and the Operating Offices. The Examining Panel shall interview the employee, and his supervisor when appropriate.
 4. The Examining Panel shall make a recommendation that (a) the employee be appointed as a member of the Career Staff, or (b) his career employment be denied.
 5. When the recommendation of the Examining Panel is in disagreement with that of the Office Career Service Board it shall be reported to the subject Office Board which shall (a) accept the Panel's recommendation, or (b) if it disagrees with the recommendation, refer the case, within ten working days, to the CIA Selection Board, whose decision in the case shall be subject only to review by the DCI. Review of a case by the DCI, if desired, must be requested within ten working days of the Selection Board's decision, by the DD/I, DD/P, DD/A, AD/Commo, or Director of Training.
 6. The Examining Panels referred to herein shall consist of:
a) three voting examiners representing Offices other than that having jurisdiction over the employee; and, b) a non-voting member of the Selection Board's permanent secretariat. The membership of the Panels will be selected by the Executive Secretary of the CIA Selection Board from that Board's Panel of Examiners in such a manner as to assure appropriate representation of the Agency components.
- IX. The Panel of Examiners of the CIA Selection Board shall be composed of experienced members (GS-14 and above) of the Career Staff chosen by the CIA Selection Board from lists of nominees submitted by the Career Service Boards. Examiners referred to in paragraph VIII above shall be chosen from this Panel.

COMMENT: a. Much is to be gained through the system of utilizing the skill and experience of a sizable number of senior operating officials for the purpose of examining and rendering opinion on specific cases. This should not

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be full-time duty. The moment it does the individual will lose his contact with operating problems.

- b. In order to meet the work load a Panel of perhaps fifty Examiners, drawn from all components of the Agency, might be required. The work load per Examiner thus is of the order of two cases per month or perhaps three working hours per month. This activity would be performed according to procedures and criteria established by the CIA Selection Board.
- c. The CIA Selection Board should have the responsibility of making final selection from among the nominees of the several Career Service Boards. Skill in discrimination, maturity, interviewing, judicious impartiality, experience in CIA and sense of CIA mission should be the criteria for selection of Examiners.
- d. It is believed that this extra duty for these senior people is an effective and practical executive development technique.

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